MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2016/2017

BLD3104- LEADERSHIP

(B01)

11 OCTOBER 2016
9.00 A.M – 11.00 A.M
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **SIX (6)** pages with 2 sections (excluding this cover page).

2. Section A: Thirty (30) multiple choice questions. Answer **ALL** questions. (40 marks)

3. Section B: Three (3) structured questions. Answer **ALL** questions. (60 marks)

4. Answer **Section A** in the multiple-choice answer sheet and **Section B** in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (40 MARKS)

There are THIRTY (30) questions in this section. Answer ALL questions.

1. It is important for leaders to have an independent mind so that they _____.
   A. can easily decide on the best way to manage the organization
   B. will not blindly follow pre-determined rules set by others
   C. can make their followers safe.
   D. will be easily misguided.

2 An important element of systems thinking is to understand circles of causality because_____.
   A. managers can guide the system when they understand the big picture
   B. relationships between the parts of the system are unimportant
   C. problems are solved by breaking down into discrete pieces
   D. each piece adds to the success of the whole

3. In the study of emotional intelligence, exerting emotional self-control and being trustworthy are two conditions of _____.
   A. self-awareness
   B. social awareness
   C. self-management
   D. relationship management

4. Why is followership important in the discussion of leadership?
   A. Leader-follower relationship involves mutual exchange of influence
   B. Followers have a responsibility to comply orders from leaders
   C. Leaders must know how to manage followers
   D. All of the above

5. One corporate governance consultant points out that those ineffective followers are _____.
   A. not responsible for ethical problems in an organization
   B. as much to blame for legal lapses as are crooked leaders
   C. as much to blame for ethical lapses as are crooked leaders
   D. as much to blame for ethical and legal lapses as are crooked leaders

6 The passive follower exhibits _____.
   A. critical, independent thinking
   B. the courage to initiate change
   C. neither critical thinking nor active participation
   D. the same toward everyone

7. Which of the following answers is **NOT** the reason to develop workforce diversity?
   A. To obtain tax exemption
   B. To spur company growth
   C. To improve decision-making
   D. To enhance company reputation

Continued....

8 Which of the following is not a component of cultural intelligence?
A. Cognitive
B. Emotional
C. Physical
D. Cultural

9. Ethnocentrism is the belief that _____.
A. one's culture and subculture are inherently superior to other cultures
B. everyone in the organization has the same attitudes about work and life
C. everyone in the organization has the same values, beliefs, and motivations
D. all cultures have value

10. _____ leaders have the ability to lead changes in an organization's vision, strategy, and culture as well as promote innovation in products and technologies.
A. Transformational
B. Coalitional
C. Transactional
D. Charismatic

11. The characteristics that affect dependency and power in organizations do **NOT** include _____.
A. importance-the resource must be perceived as important
B. scarcity-whether the resource is easy or difficult to obtain
C. experience-whether the leader has allocated resources in the past
D. non-substitutability-resources with no viable substitute give leaders more power

12. Follower _____helps to overcome the fear associated with change efforts.
A. compliance
B. commitment
C. resistance
D. submission

13. Which of the following is **NOT** a reason for a leader to be emotionally intelligent?
A. The leader can be an effective listener while keeping his/her emotions under control.
B. The leader will be indifferent to the motivations and behaviors of followers.
C. The leader will be better equipped to handle conflicts at work.
D. The leader will earn respect from others

14. _____ is the process of continuously reevaluating previously learned ways of doing things in the context of evolving information and shifting circumstances.
A. Independent thinking
B. Mental models
C. Emotional intelligence
D. Mindfulness

Continued....

15. Which of the following is an indicator of fear-based motivation?
    A. Openness and authenticity
    B. Involvement and discernment
    C. Resistance explored
    D. Separate and competing interests

16. Followers need to develop critical thinking skills so that _____.
    A. they will only do what is being told by their leaders
    B. they will indiscriminately accept leaders' ideas
    C. they can assess ideas objectively
    D. they can work effectively

17. Some of the tips for using feedback to develop followers do **NOT** include _____
    A. making regular feedback a habit
    B. being generous with positive feedback
    C. using elements of organizational objectives
    D. training followers to view feedback as an opportunity

18. If a leader's actions and decisions contradict the best interests of the organization, effective followers_____.
    A. take a stand
    B. obey the leader
    C. conform passively
    D. sacrifice their personal integrity

19. In year 2008, Nokia was the world's dominant mobile-phone maker. But now it is no more in the list of global major smartphone vendors, losing to iconic brands such as iPhone by Apple and Samsung. The company's unwillingness to _____was probably the biggest reason that brought the mobile giant down.
    A. appoint a new Chief Executive Officer (CEO)
    B. make drastic changes when they are required
    C. come out with sophisticated smartphones
    D. use Android as it mobile operating system

20. Interactive leaders tend to be _____.
    A. competitive
    B. individualistic
    C. consensus builders
    D. reluctant to share power

21. The European workforce is changing to include all **EXCEPT** more_____
    A. women
    B. white males
    C. people of color
    D. immigrants

Continued....

22. Douglas Conant, CEO of Campbell Soup, says that true leaders get employees to "fall in love with their company's agenda" by engaging with them personally. This is an example of leading with _____.
    A. love
    B. fear
    C. rewards
    D. motivation

23. In appreciative inquiry, people in the organization bring about change by _____.
    A. exploring, experimenting, and risk taking
    B. actively working to overcome obstacles and resistance
    C. reinforcing positive messages and focusing on learning from success
    D. bringing people together in an interactive group over a computer network

24. Which of the following is **NOT** a characteristic of change leaders?
    A. They learn from their own mistakes
    B. They demonstrate perseverence
    C. They maintain stability
    D. They manage ambiguity

25. At the World Bank, Paul Wolfowitz tried to wield power without building the necessary relationships he needed to assert influence. This is an example of _____
    A. not understanding political tactics to assert influence
    B. understanding political tactics to assert influence
    C. coalitional leadership
    D. the symbolic frame

26. _____ leaders often emerge in troubled times, whether in society or organizations, because a strong, inspiring personality can help to reduce stress and anxiety among followers.
    A. Transformational
    B. Coalitional
    C. Transactional
    D. Charismatic

27. Coalitional leaders do all of the activities below **EXCEPT** _____.
    A. develop relationships outside the organization
    B. maintain the same behavior for each situation
    C. develop relationships with a broad network of people
    D. understand patterns of influence in the organization

Continued....

28. In the Eight-Stage Model of Planned Organizational Change, what is the critical step that leaders must do before forming a powerful guiding coalition?
    A. Communicate the vision widely
    B. Establish a sense of urgency
    C. Develop a compelling vision and strategy
    D. Generate short-term wins

29 Masculinity means that members of a society_____.
    A. feel uncomfortable with uncertainty and ambiguity
    B. prefer achievement, assertiveness and material success
    C. value relationships, cooperation, and group decision making
    D. accept inequality in power in institutions, organizations, and individuals

30. Victoria Beckham, a former member of all-girl British band Spice Girls and who married football star David Beckham, is now a very successful fashion designer with followers all over the world. She is an example of a person who possesses _____power as she is greatly admired for her starry brand of female success.
    A. referent
    B. reward
    C. expert
    D. coercive

SECTION B: STRUCTURED QUESTIONS (60 Marks)

There are THREE (3) structured questions. Answer ALL questions. Each question carries 20 marks.

QUESTION ONE

What are the behaviours of leaders that contribute to a lack of integrity and ethics within an organization? Use examples to explain your answers.

[20 marks]

QUESTION 2

a) What are four things that every good leader wants from followers? Use examples to explain your answers.

[10 marks]

b) Define workforce diversity. Compare the difference between traditional and inclusive models of diversity.

[10 marks]

Continued....

QUESTION THREE

a) Compare the four types of power below. Give an example for each type of power.

i. Legitimate power
ii. Reward power
iii. Coercive power
iv. Expert Power

[10 marks]

b) What is appreciative inquiry? Explain in detail the four stages of appreciative inquiry.

[10 marks]

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